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Training

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8 JUN 1977

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: John F. Blake
Deputy Director for Administration

SUBJECT: Discussion of Creativity, Controls, and
Ethics in Midcareer Course No. 56

1. At a meeting which you and I had on 7 February with Mr. Harry E. Fitzwater and Mr. John Waller, among others, we discussed means to bring to the attention of Agency personnel the issues of Creativity, Controls, and Ethics as discussed by two seminars that had earlier been held on the subject. One of the measures, which you suggested at the time, was to inaugurate a discussion of this topic in some of the training courses given by the Office of Training (OTR). OTR has moved ahead on this, and the results of the first such treatment of the subject are now available. (Other courses are also currently dealing with different aspects of the problem, and these will be forwarded to you as the results become available.)

2. The 56th running of the Midcareer Course was the first chosen to deal with the subject. The 31 students were provided with a general introduction designed to stimulate their thinking on the topic and were asked to read the results of the two seminars. Three teams of students then discussed a specific aspect of the topic as presented in three scenarios (Attachments 1, 4, and 7). The scenarios concerned problems sometimes arising in the activities of a station abroad, of an intelligence analysis unit, and of a complex technical collection contract. While each dealt with different specific problems, they all had a common theme: The problem posed to subordinates by activity they consider improper or unethical.

3. Each team was composed of a majority of students from the pertinent Directorate, but each had a healthy representation from the other Directorates in order to tap the attitudes of nonspecialists. The teams met separately

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several times during the course on their individual scenarios, and then in the final week, reported back to the full class. Their written reports are Attachments 2, 5, and 8. During the general reporting sessions, additional ideas were expressed, and those are presented briefly in Attachments 3, 6, and 9.

4. At the conclusion of the exercise, the group was asked specifically whether it believed there was an adequate provision for dissent within the Agency. The response was generally negative. The participants believed the Inspector General channel was too formal and thought it was highly risky to one's career to exercise dissent very far outside the direct line of command. They were also asked whether they believed a code of ethics for the Agency was worth attempting; the overwhelming response was that it was not, would not be enforceable, and would require much too frequent change to be kept relevant. One participant expressed the belief that an adequate code of ethics was written in biblical times on stone and contained 10 principles. He suggested that the Central Intelligence Agency content itself with striving to abide by that code. His fellow students responded with thunderous and enthusiastic applause.

John F. Blake

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Attachments:

- 1 - Scenario I, Parts I and II
- 2 - Team 1 Response to Scenario I
- 3 - Notes on Group Discussion of Team 1's Report
- 4 - Scenario II, Parts I and II
- 5 - Team 2 Response to Scenario II
- 6 - Notes on Group Discussion to Team 2's Report
- 7 - Scenario III
- 8 - Team 3 Response to Scenario III
- 9 - Notes on Group Discussion of Team 3's Report

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